



CYNTHIA D. BANKS  
Director

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## COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

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*"To Enrich Lives Through Effective And Caring Service"*

BOARD OF SUPERVISORS

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October 20, 2009

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

11

OCTOBER 20, 2009

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER

Dear Supervisors:

**LOS ANGELES COUNTY AREA AGENCY ON AGING  
FISCAL YEAR 2008-09 AREA PLAN YEAR-END REPORT  
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

**SUBJECT**

The California Department of Aging (CDA) requires all Area Agencies on Aging (AAA) to submit an Area Plan Year-End Report that provides yearly information of the progress AAAs are making on achieving goals and objectives identified in the Area Plan. The Los Angeles County AAA Fiscal Year (FY) 2008-09 Area Plan Year-End Report fulfills this requirement and also becomes a public record that informs the public and policy-makers, locally and statewide, of the activities being conducted to address local needs and meet the goals and objectives identified in the Area Plan.

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve the FY 2008-09 Area Plan Year-End Report (Attachment A).
2. Authorize the Director of Community and Senior Services (CSS), or designee, to sign the Letter of Transmittal on behalf of the Chairman of the Board of Supervisors and submit the Year-End Report to the CDA (Attachment B).

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The recommended actions are necessary to allow CSS to submit the FY 2008-09 Area Plan Year-End Report to the CDA for approval. CDA approval of the Area Plan Year-End Report is a required condition of the State's agreement with the AAA.

#### **Implementation of Strategic Plan Goals**

The activities identified in the Year-End Report support the Countywide Strategic Plan Goals of Organizational Effectiveness; Children, Family and Adult Well-Being; and, Health and Mental Health.

#### **Performance Measures**

All agencies contracting with CSS are required to develop benchmark criteria for each of their performance standards. CSS will assess the agencies' performance during each monitoring visit.

### **FISCAL IMPACT/FINANCING**

The activities described in the Year-End Report are financed by the Federal Older Americans Act, State and local funds.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The Year-End Report provides a retrospective account of progress made by the AAA in meeting specified goals and objectives identified in the Department's Area Plan during the preceding FY 2008-09. County Counsel has reviewed and approved Attachment A as to form.

The report provides a performance status report to the community and CDA, which CDA uses to report to federal and State officials on AAA activities, achievements, and significant barriers to local goals. It reaffirms the important role of the AAA in the local Planning Service Area as the advocate, planner, and administrator of programs for older and functionally impaired adults. The report includes:

- Accomplishments and highlights of the AAA and its partners' collaborative activities.
- Narrative on the status of goals and objectives set for the preceding year, which includes program development, emergency preparedness and efforts to raise public awareness of the AAA's mission and available services.

Honorable Board of Supervisors  
October 20, 2009  
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**IMPACT ON CURRENT SERVICES**

Approval of the FY 2008-09 Area Plan Year-End Report will enable the AAA to continue with its home- and community-based long-term care initiatives and programs. These programs provide opportunities for older and functionally impaired adults to live out their lives with maximum independence and dignity in their own homes and communities.

Respectfully submitted,

  
Cynthia D. Banks  
Director

CDB:OS  
MNH:bsp

Attachments (2)

c: Chief Executive Officer  
Acting County Counsel  
Executive Officer, Board of Supervisors

## Appendix XIII – PSA # 19 Year-End Report

### Check each applicable planning cycle:

☐ FY 2006-07   ☐ FY 2007-08   ☒ FY 2008-09   ☐ FY 2009-10

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### Introduction

The purpose of the Year-End Report is to provide a retrospective account of progress made toward specified goals during the preceding Fiscal Year (FY). The Year-End Report provides a performance report for the community and the California Department of Aging (CDA). It reaffirms the important role of the Area Agency on Aging (AAA) as an advocate, planner, and administrator of programs for seniors and adults with disabilities in Los Angeles County.

### Significant Accomplishments

#### Seamless Senior Services

The Seamless Senior Services (S3) project was launched in April 2008 to identify approaches to integrate services for seniors in Los Angeles County by enhancing service delivery and improving coordination between departments. Los Angeles County's Chief Executive Office (CEO) established an aggressive timeline for the County to complete all phases of the project and provide a final report to the County's Board of Supervisors.

Community and Senior Services' Director was tasked to head this effort, which involved meeting with 123 managers and staff from 24 departments who participated on four workgroups. The workgroups: 1) Elder Abuse Prevention and Intervention, 2) Health and Well-Being, 3) Supportive Services, and 4) Income Support completed an inventory of services the county provides to seniors; identified "low hanging fruit" or quick changes, if any, the County can make to integrate services; identified data for each one of the County's programs; and identified a list of alternatives the County may have to integrate services.

Each of the four workgroups came up with "low hanging fruit" recommendations supporting short- and long-term goals. In addition to the workgroup process, the following activities were completed:

- 16 stakeholder meetings were held throughout the County with the AAA Advisory Council, seniors, adults with disabilities, care providers, and multiple departments to review the recommendations and get input on how to better meet the needs of the community.

## **Significant Accomplishments (Cont.)**

- Studied three California counties with integrated aging and disabled adult service delivery models and looked at agencies within Los Angeles County with coordinated service structures.
- Identified critical programs in the County that offer an opportunity for integration or enhanced collaboration: Adult Protective Services, Area Agency on Aging, Military and Veterans Affairs, In-Home Supportive Services, Senior Centers, Older Adults Systems of Care, and Public Guardian.
- Developed nearly 60 recommendations to further strengthen service delivery in the areas of automation, emergency response, information sharing, intake processes, multi-disciplinary or inter-agency teams, policy and training development, referrals, integration and collaboration, homelessness, and transportation.

### **Older Americans Recognition Month**

Older Americans Recognition Month was observed in May 2009. The County of Los Angeles Board of Supervisors honored 80 seniors from cities and Mayors' offices within the five supervisorial districts. The ceremonies were held as follows: May 21, 2009 for Supervisorial District 4 at the Hall of Administration and May 20, 2009 for Supervisorial Districts 1, 2, 3, and 5 at the Music Center. During the awards ceremonies, acknowledgements and scrolls were presented to each senior for their outstanding contributions in their respective communities throughout the county.

### **Nutrition**

In recognition of the "Be Well" Program's innovative and quality service, the program was peer reviewed and representatives of the program received an award at the Food and Nutrition Conference & Expo in Chicago on October 25-28, 2008. The program was also recognized as an evidence-based program and proven outcomes were published in the American Dietetic Association Program Journal. In addition, this innovative and effective program was recognized and program participants were honored by the Los Angeles County Board of Supervisors.

### **Technology**

On July 1, 2008, the Department implemented the new automated Social Assistance Management System (SAMS) to replace the antiquated AAA DOS system. With this new system, contractors are able to input their data and generate their invoices through the system. Departmental staff has access to this data more quickly and the capability to generate ad hoc reports. This will allow departmental staff to provide more detailed information to the State as well as manage and track contract agencies' activities more efficiently.

The Department also launched its new redesigned website for the Family Caregiver Support Program, which provides more detailed information about services available to family caregivers and grandparents as caregivers.

## **Summary of Ideas**

With the surge in the senior population, primarily due to the aging Baby Boomers, meeting the needs of this population is becoming more challenging. The S3 taskforce is one example of the County's proactive actions to address the fragmented services offered to seniors throughout the County. Another is the collaboration with the Los Angeles City Department of Aging on the Aging and Disability Resource Center and the Network of Care website. In addition, continued development of strategies to expand and improve information and assistance services will assist in meeting the needs of the increasing aging population. More detailed discussions of current activities to meet these needs are also cited in the Goals and Objectives and Summary of Ideas sections.

## **Goals and Objectives**

### **Goal 1 Innovation and Growth**

*Mobilize change through increasing information and assistance capacity. (Objectives 1.6, 1.7, 1.8, 1.10, and 1.11)*

In an effort to train and provide resources to nutrition service providers, the AAA Nutritionist and Effective Nutritional Health Assessment and Networks of Care for the Elderly (ENHANCE) Registered Dietitians provide multiple educational classes monthly. These sessions continue to be a valuable forum for providing information in addition to providing one-on-one consultation to high-risk clients who are a part of the nutrition program. The Dietitians also continue to review medications, discuss interaction between medications and dietary concerns with seniors.

The Dietary Administrative Support Services (DASS) staff, which contracts with Consulting Nutritional Services, continues to provide centralized dietary services and oversight at food production locations for AAA nutrition service providers. ENHANCE and DASS both continue to help ensure that the nutritional needs of seniors are being met in the most efficient and individually sensitive manner. Fall prevention training, as well as other valuable data and resources, is also being provided to the Nutrition Program Directors during the year.

The Department continued to participate in the Senior Farmers' Market Nutrition Program coordinating the distribution of coupons in order for seniors with the greatest need to purchase fruits and vegetables at local farmers' markets.

The Department implemented multiple changes pertaining to the Information and Assistance (I&A) Section in order to expand and improve its outreach activities to the community and raise public awareness of AAA programs, which included installing a new telephone system. In addition to the new I&A telephone system, the Department launched the new automated Social Assistance Management System for I&A that will help to increase the accuracy of tracking the number and types of calls received.

## **Goal 1 Innovation and Growth (Cont.)**

CSS continues to explore ways to improve I&A services. Meetings are consistently conducted with I&A staff and care managers. Stakeholder meetings were conducted in order to identify training needs, gaps in service and outreach activities that will address and assist caregivers in making responsible choices for long-term care. I&A staff continue to participate in multiple community events such as Knowledge Fairs, Public Hearings and others by distributing printed materials that provide valuable information and educational resources for caregivers and telephone assistance and referrals.

As a continued commitment to quality I&A service delivery, several opportunities and accommodations were made for I&A Specialists to obtain Alliance Information Referral Specialists (AIRS) certification. The agency's commitment, along with staff's desire to increase skill and professional development, led to two I&A Specialists becoming AIRS CIRS-A certified. Others will be scheduled to take the exam before December 2009.

Training of departmental staff, additional community education, and development of new brochures and informational material are all a part of the Department's efforts to increase awareness of services. Other activities included:

- A new Family Caregiver Support Program brochure and other outreach materials were finalized and printed for distribution at community functions, fairs, Community/Senior Centers, to contractors, and during all I&A outreach activities.
- Collaboration with stakeholders to discuss training needs and how to more effectively outreach to older adults, adults with disabilities and caregivers continues. Increased efforts are also being made to access hard-to-reach populations.

In 2008, Los Angeles County AAA in collaboration with the Los Angeles City Department of Aging (LADOA) established a joint Aging and Disabilities Resource Center (ADRC) website in order to accomplish the following objectives:

- Provide a more comprehensive and seamless approach for consumers, their caregivers and providers to determine the appropriate services available to them countywide;
- Provide an online capacity for consumers to maintain a personal information record that could also be used by care coordinators countywide;
- Provide community access to information and services for all consumers including those with disabilities or Limited English Proficiency skills and low-income individuals countywide;
- Provide timely and accurate educational materials regarding diseases and conditions, medications and treatments, care management issues, prevention, early intervention, planning, consumer advocacy and protection and other related topics on aging;
- Provide a mechanism for greater communication and advocacy capability among consumers and between the long-term care community and policy makers; and,
- Provide information on Los Angeles County and City programs, assistance and community outreach efforts.

## **Goal 1 Innovation and Growth (Cont.)**

In addition to the ADRC website, the management staff over the I&A unit established an ADRC roundtable with staff from LADOA and the Department of Public Social Services' (DPSS) In-Home Supportive Services (IHSS) and Medi-Cal programs. The roundtable discussion involved the feasibility of streamlining services by providing a "warm hand over" of client information on potentially eligible seniors and disabled adults for IHSS and Medi-Cal services. A pre-screening form for IHSS services was developed in collaboration with IHSS program staff. The implementation is targeted for July 1, 2009. Potentially Medi-Cal eligible seniors and disabled adults are referred to the DPSS website for online completion of the Medi-Cal application and, if assistance is required with completion of the online form, the I&A Specialist will provide assistance upon request.

Additionally, I&A management included LA City and County Public Libraries in the ADRC roundtable to discuss the feasibility of using public access resource counters and computers to market the Network of Care/Aging and Disabilities Resource Center website. Consensus was received from both the City and County Librarians to allow use of public access computer sites at the 156 public libraries countywide. A bookmark was also developed in collaboration with LADOA and DPSS for distribution at ongoing Librarian staff meetings. Next steps will include collaboration with the Social Security Administration on the feasibility of providing warm handovers of potentially eligible Supplemental Security Income beneficiaries and public access to the website and Board of Supervisors and City Council kiosks located in local field offices.

On November 13, 2008, the Department/AAA participated in the Golden Guardian 2008 planning process to test its capability to respond and recover during a major catastrophic earthquake. The Golden Guardian is a full scale exercise scenario that focused on a catastrophic 7.8 magnitude earthquake. Additionally, the Department conducted in-house earthquake drills in conjunction with the Golden Guardian exercise.

The AAA Emergency Coordinator surveyed all AAA contract providers to determine their abilities, resources and capabilities to provide for continuity of services during a major disaster. A matrix was created from the data collected. The information from the collected data will be included in the AAA Emergency Plan to assist the AAA in identifying resources among the AAA providers in the event of an emergency.

The Emergency Coordinator for the AAA also updated the Emergency Preparedness Plan to include compliance language for AAA contractors to ensure continuity of service delivery during emergencies/disasters. Additionally, the Department expanded its collaboration activities with the City of Los Angeles, Office of Emergency Management, Los Angeles City Recreation and Parks, Los Angeles County Department of Public Health, Los Angeles County Department of Mental Health, Los Angeles County Department of Parks and Recreation by participating on the Senior Emergency Preparedness Action Committee (SEPAC) to develop coordinated responses during emergencies/disasters. AAA also enhanced its notification of the Adverse Weather delivery system to AAA contractors.



## **Goal 1 Innovation and Growth (Cont.)**

The Department continues to include the language pertaining to Emergency Preparedness in all of the new contracts. Contract Compliance section will continue to include this as part of their monitoring items to ensure that contractors have a comprehensive emergency preparedness plan, are aware of their responsibilities when responding to a disaster, and are in compliance with requirements pertaining to emergency preparedness. This requirement will continue to be a part of every contract let by the County.

## **Goal 2 Customer Value**

*Increase capacity of adults with disabilities and older adults to maintain their independent living status through self-directed care and information and assistance. (Objectives 2.8, 2.9, 2.13 and 2.14)*

AAA staff is in the final stages of redesigning the Integrated Care Management Program and unbundling the funding streams. As part of the redesign, new performance standards and outcome measures are being established for each program. The Requests for Proposals for these programs are projected to be released no later than December 2009.

AAA staff continues to work with the Department's Contract Compliance Section to ensure that contractor documents are being reviewed and measurements are in place to assess contractor performance in accordance with program requirements.

ENHANCE Registered Dietitians (RD) continue to partner with local pharmacists to educate seniors about drug-to-drug interactions in addition to food-drug interactions and the dangers involved. Local pharmacists worked with 43 seniors to provide one-on-one drug-to-drug interactions reviews and 757 seniors received food-drug reviews from the registered dietitians. The Department's collaboration with DPSS' IHSS Social Workers continues to ensure seniors receive information about drug interactions when the Social Workers make their home calls. The RDs continue to provide multiple disease prevention clinics and promotions at congregate meal sites as well. Six hundred twenty-four (624) clinics at congregate meal sites were conducted and over 10,413 participants attended.

The Department's Senior Community Service Employment Program (SCSEP/Title V) continues to provide part-time, on-the-job training for older adults. The goal of the program is to find unsubsidized employment for older workers. In FY 2008-09, 290 slots were filled for the SCSEP/Title V program providing over 219,121 hours of service to the community and adding 17 new host agencies to the program.

The SCSEP Program Director continued to conduct quarterly training sessions for participants of the programs and annual training sessions for Host Agencies. In addition, staff of the program continues to staff the AAA Advisory Council Employment/Transportation Committee. When necessary, training and information on the program is provided to the committee members. SCSEP staff continues to participate in community events, including job fairs.

## **Goal 2 Customer Value (Cont.)**

AAA staff continues to work with the Ombudsman contractor to ensure they maintain a presence and oversee activities associated with skilled nursing and residential care facilities. The complaint process is also monitored by the AAA to ensure consistency of responsiveness to complaints and compliance with guidelines. In addition, any new guideline and/or regulations issued by the State are shared with the Ombudsman contractor.

## **Goal 3 Operational Excellence**

*Optimize adults with disabilities and older adult capacity to maintain their independent living status. Develop the infrastructure to support both program and the core role of the AAA, information and access. (Objectives 3.4 and 3.8)*

AAA staff is currently in the final stages of redesigning the Integrated Care Management Program. Programs are now based on funding streams; i.e., Title IIIB, Supportive Services, Title IIIE, Family Caregiver Support Program, etc. As part of the redesign, new performance standards and outcome measures have been established. The Requests for Proposal (RFP) for the Title IIIB, Supportive Services program will be released by the end of September 2009. The RFPs for other multiple programs are projected to be released no later than December 2009.

The AAA Nutritionist and ENHANCE Registered Dietitians (RD) continue to provide monthly educational classes to the Nutrition Project Directors and their staff on how to complete the Nutrition Screen as well as fall prevention training. The Be Well Program continues to be a healthy resource for addressing some of the issues pertaining to depression, diabetes and other related concerns affecting seniors.

In reference to medication management, the AAA Nutritionist and ENHANCE RDs continue to work with pharmacists and DPSS IHSS Social Workers to review seniors' medications. Training, education and one-on-one consultation with seniors on drug-drug and food-drug interactions continue as indicated in Goal #2. Presentations also continue to be conducted at Community/Senior Centers on medication management and disease prevention.

The plans for the expansion and enhancements of the I&A system, as cited in Goal #1, were part of the Program Development activities. Improvements and/or enhancements to the telephone and referral system were completed. Further enhancements for I&A were implemented through the new automated Social Assistance Management System (SAMS), the Department's new Management Information System. This system far exceeds the tracking and reporting capability of the old system.

The development activities pertaining to the Department's redesign of the website were completed with the launch of the new site in April 2008. However, the Department continues to assess ways to improve the site, as well as seek input from its partners, the public and other organizations on whether the site is easy to access and use, or if additional information is needed.

## Summary of Activities

The following is a summary of activities completed for the year and continuing activities:

- Community and Senior Services (CSS) conducted six public hearings, four jointly with the City of Los Angeles Department of Aging (LADOA) to get community input in preparation for development of the 2009-12 Area Plan. The hearings were conducted throughout Los Angeles County and the City of Los Angeles during the month of January 2009. One of the Public Hearings was a joint meeting for the Advisory Councils from the County and City. Topics discussed during the hearings included Emergency Preparedness, Service Integration, Disease Prevention and other general areas that were brought up by the public. The feedback received during these hearings served as a valuable tool in assisting the Department with refining its focus and highlighting ways to assist in achieving the objectives that will be a part of the Department's Area Plan for 2009-12.
- The Department continued its activities associated with the redesign/restructure of its multiple senior program contracts through the unbundling of the funding streams. Title IIIE – Family Caregiver Support Program RFP was released and contracts are in place. In addition to the regular caregiver services, two contractors will be providing grandparent services to grandparents or relative caregivers caring for children. The Title IIIB RFP is scheduled to be released no later than October 2009.
- CSS continues to hold two Knowledge Fairs a year for the Community/Senior Center Directors. The topics presented and discussed provide valuable information to center directors that help them provide programs that increase the overall well-being of seniors and disabled adults and attract the increasing Baby Boomer population to their centers. The topics for the two fairs during this period included: Peer Counseling and How to Talk Sensitive Talk; Building Local Coalitions That Work; Be in the Know About New Scams to Resist and Report Them; Renew, Revitalize, and Refocus; Overview of Volunteerism and Civic Engagement; How to Recruit Baby Boomers, Training and Evaluation; Volunteer Retention Strategies; Shared Housing; Adult Protective Services Emergency Shelters; and Tenants' and Homeowners' Rights
- AAA Advisory Council members continue to advocate with the legislature in support of bills that support senior programs.
- Since the Be Well Program was recognized as an evidence-based program and has been so successful in increasing the overall health of seniors, the Department is exploring the feasibility of expanding the program to additional sites, if funds are available. This will help the Department increase and enhance services to seniors at high risk.
- Collaboration with the caregiver contractors will continue in order to increase awareness and improve the services provided. In addition, as part of the new RFP for the caregiver program, expanded services have been included, including those for grandparents.
- CSS will continue its collaboration activities with the Department of Mental Health, Military and Veterans Affairs, homeless organizations, LADOA, and other partners in order to better serve the seniors and disabled adults in the County of Los Angeles.

## Summary of Activities (Cont.)

- Expansion of I&A and assessment of continued improvement to the phone system will continue. In addition to the telephone system and implementation of SAMS, I&A management will continue collaboration with LADOA on the ADRC website and roundtable and with DPSS' IHSS and Medi-Cal programs to further explore the feasibility of streamlining services by providing a "warm hand-over" of client information on potentially eligible seniors and disabled adults for IHSS and Medi-Cal services.
- I&A management also continues to collaborate with LADOA to enhance and expand the Network of Care website, which allows the public to access information on services in the City and County pertaining to seniors and disabled adults; i.e., older women's issues, caregiver resources, transportation, etc.
- The Department launched the new automated Social Assistance Management System (SAMS) for AAA. This new system will allow the Department to more accurately track services and provide more accurate data that will help to identify gaps in services for planning purposes.
- The Seamless Senior Services (S3) Task Force was established to identify ways to integrate services for seniors that are provided by multiple county departments. Stakeholder meetings provided the S3 Task Force with an opportunity to involve seniors and adults with disabilities in shaping the policies and programs that impact their lives. In addition, valuable lessons were learned from other counties with integrated aging and disabled adult service delivery models for developing and implementing system changes. Implementation of some of the S3 recommendations will enhance and fill gaps in services to seniors thereby improving the Department's local service system. A final report was sent to the Los Angeles County Board of Supervisors at the end of June 2009.
- The Department's allocation of funds received from the American Recovery and Reinvestment Act (ARRA) of 2009 will be distributed to existing nutrition providers. The main usage for the funds will be to address over-service in the Congregate Meal program and mitigate waiting lists in the Home-Delivered Meal program.
- Collaboration with DCFS was initiated to increase awareness of the Family Caregiver Program, particularly those services for grandparents who are caregivers, in order to outreach to the caregiver population within the DCFS kinship program. Promotional materials for the marketing campaign included magnets, bookmarks, posters and brochures with information about the Family Caregiver Support Program. The outreach materials were also distributed to contract agencies, Community/Senior Centers and other organizations.

Overall, the Department continues to collaborate with the Los Angeles City Department of Aging and multiple other county departments on the S3 project and other activities. Departmental staff also continued their support and commitment to the Mental Health Taskforce in addition to attending multiple conferences addressing the needs of seniors and disabled adults.

Presentations to community groups, participation in fairs, collaboration with partners and other outreach activities that have proven to be effective strategies for increasing awareness of AAA programs and services will continue.

**TRANSMITTAL LETTER****LOS ANGELES COUNTY****PSA Number: 19**☐ FY 05-06☐ FY 06-07☐ FY 07-08☒ FY 08-09

This Area Plan Year-End Report is hereby submitted to the California Department of Aging for approval. The Governing Board and the Advisory Council have each had the opportunity to participate in the review and comment on the Year-End Report. The Governing Board, Advisory Council, and Area Agency Director actively support the planning and development of community-based systems of care and the objectives set forth in the 2005-2009 Area Plan.

We the undersigned recognize the responsibility within each community to establish systems in order to address the care needs of older adults and adults with disabilities, their families and caregivers in this Planning and Service Area. By signing below, we confirm that we have had the opportunity to participate in the planning process of activities related to the Area Plan and this Year-End Report.

1. (Signed) \_\_\_\_\_

Supervisor Don Knabe  
Chairman, Governing Board

\_\_\_\_\_  
Date

2. (Signed) \_\_\_\_\_

Matty Fegan-Perry, President  
Area Agency on Aging Advisory Council

\_\_\_\_\_  
Date

3. (Signed) \_\_\_\_\_

Cynthia D. Banks, Director  
Community & Senior Services, Area Agency on Aging

\_\_\_\_\_  
Date